

## Internal Review

Case number: 2021IT599284

Name Organisation under review: Istituto Nazionale di Oceanografia e di Geofisica Sperimentale - OGS

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### 1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	<b>226</b>
Of whom are international (i.e. foreign nationality) *	<b>15</b>
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	<b>2</b>
Of whom are women *	<b>104</b>
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	<b>39</b>
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	<b>118</b>
Of whom are stage R1 = in most organisations corresponding with doctoral level *	<b>41</b>
Total number of students (if relevant) *	<b>28</b>
Total number of staff (including management, administrative, teaching and research staff) *	<b>346</b>
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	<b>40.017.719,67</b>
Annual organisational direct government funding (designated for research)	<b>22.707.168,79</b>
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	<b>12.018.528,20</b>

Annual funding from private, non-government sources, designated for research	5.292.022,68
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**ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)

The National Institute of Oceanography and Applied Geophysics - OGS is a public research institution which operates internationally in the field of physical, chemical, biological and geological oceanography, experimental and exploration geophysics, seismology and engineering seismology.

Its expertise is applied in the field of earth, sea and polar sciences to contribute to the dissemination of scientific knowledge and to solve environmental, economic and social problems.

The main activities undertaken are research, development and technology transfer projects for the benefit of the territory, with particular focus towards issues related to major global challenges. The strategy pursued by the institute aims at a close integration between research, innovation/technology transfer and training/dissemination activities, as well as a synergy between the different research funding instruments.

In particular, using its own research vessel Laura Bassi and other major research infrastructures, OGS intervenes to safeguard and enhance natural and environmental resources, to assess and prevent geological, environmental and climate risks, and to disseminate knowledge and scientific culture.

In this perspective, the institute plays an important and leading role in the Italian and international research system. It contributes to the technological and socio-economic development of the country and ensures the acquisition and exchange of the most advanced knowledge and technologies at a global level, at the same time enabling their positive impact and outcome on local territories, in a "glocal" approach.



## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

### Ethical and professional aspects:

#### Strengths and Weaknesses

The analysis of the results of the HR4S survey showed that almost all researchers in OGS can enjoy freedom of research, thought and expression, without political, religious or any other kind of conditioning; research activities are carried out in compliance with the principles of professional ethics, with freedom also in identifying the most appropriate scientific methods, without prejudice to organisational, infrastructural and budgetary constraints (LINK TO HR4R to be inserted in the website).

OGS has continued to implement the principles set out in the Charter and Code through numerous transversal actions that have involved various areas of the institute. These actions were aimed at promoting the autonomy and creativity of researchers, fair treatment, especially towards junior researchers, and respect for the principles of intellectual property. They include:

- Consolidation within a regulation for research integrity and ethics [ <https://www.ogs.it/en/human-resource-strategy-researchers-hrs4r> ] of the C&C principles that researchers must comply with in order to carry out their work at OGS, including conducting original research and not duplicating research already carried out. The regulation was defined in a shared process in which researchers participated. The institute ensures that plagiarism is avoided and that the principle of intellectual property and joint ownership of data is respected through specific provisions in the regulation. In particular, these rules identify specific procedures for recognising disciplinary and/or ethical violations.

- Adoption of the code of conduct [ <https://www.ogs.it/en/human-resource-strategy-researchers-hrs4r> ] that regulates the areas related to anti-corruption and the conduct of individual employees, in application of the rules provided at national level also for public research bodies such as the OGS (code of conduct - art. 12).

- To promote awareness of its strategic objectives, the OGS, as part of its strategic planning system, defines and updates the following at scheduled intervals: a ten-year vision plan [ <https://www.ogs.it/en/documents> ] a three-year activity plan <https://www.ogs.it/it/documenti> and the PIAO [https://ww2.gazzettaamministrativa.it/opencms/export/sites/default/gazzetta\\_amministrativa/amministrazione\\_trasparente/agenzie\\_enti\\_stato/istituto\\_nazionale\\_di\\_oceanografia\\_e\\_di\\_geofisica\\_sperimentale/010\\_dis\\_gen/020\\_att\\_gen/2023/Documenti\\_1680254009812/1680254010522\\_piao\\_2023\\_2025.pdf](https://ww2.gazzettaamministrativa.it/opencms/export/sites/default/gazzetta_amministrativa/amministrazione_trasparente/agenzie_enti_stato/istituto_nazionale_di_oceanografia_e_di_geofisica_sperimentale/010_dis_gen/020_att_gen/2023/Documenti_1680254009812/1680254010522_piao_2023_2025.pdf).

These documents are drawn up in partnership with all researchers and are shared and published on the institute's website. During the presentation of the PTA 23 - 25 to all staff, a moment was given to information on HR.

- Firming-up of the intranet with which the OGS conveys all information on national, sectoral or institutional regulations governing training and/or working conditions through the intranet in specific dedicated sections.

- In order to guarantee the valorisation and dissemination of research (open science), OGS has defined a specific policy [ <https://www.ogs.it/en/open-access-policy-ogs-scientific-publications> ] and integrated the adoption of these principles into specific programmes to develop infrastructures for the collection, standardisation, validation and free dissemination of data. In particular, the OGS has provided for the definition and systematic use of open data policies for data collected within institutional programmes, supported by the possibility of releasing DOIs, the production and sharing of programmes (open software), the launch of dissemination activities and dissemination of scientific knowledge, high-level training and Citizen Science activities.

- Appointment of a DPO (data protection officer) in accordance with the European regulation GDPR 2016/679 - and supervision of IT security through a dedicated ICT service, in order to ensure privacy protection and data security.

- In order to ensure that research activities are made known to the broader population, including non-specialists, for some years now OGS has been promoting a number of citizen science projects not only in terms of information and dissemination, but also with the active involvement of citizens and voluntary groups to collect scientific data in both the marine and seismological fields (link). There are also numerous initiatives for dissemination to the

general public through scientific seminars also in unconventional contexts (e.g. pubs, restaurants, theatres, etc.), science festivals, etc. [<https://www.ogs.it/en/communication-and-dissemination> ]

As far as improvement actions are concerned, the focus groups held in November and December 2022 highlighted the need to further improve communication actions and the dissemination of the principles of the Charter and Code, in particular by promoting greater awareness that many actions are taken to pursue the HR4R strategy.

The continuity and timing of the proposed actions should also be improved: in fact, also due to the Covid emergency period, some activities were postponed and therefore the initially planned working group was supported by a technical operational group that monitors progress.

Many steps forward have also been made in internal communication, whereby OGS researchers can now find all information on national, sectoral or institutional regulations governing working or training conditions via the intranet in specific dedicated sections. The possibility of improving the usability of some information and its accessibility should certainly be pursued, also by making translations and forms available in English.

#### **Remarks** (max 500 words)

The aim of the OGS is to remove all physical and cultural barriers that may hinder the realisation of a working environment conducive to the physical and psychological well-being of researchers and students in training at the institution. However, people's needs and expectations also change over time: for example, following the Covid pandemic, certain working methods such as remote working were successfully tested during the emergency, but also revealed new risks that should not be underestimated. Attention must therefore be maximised and actions should be characterised by maximum flexibility.

#### **Recruitment and selection:**

##### **Strengths and Weaknesses**

The OGS has deemed it essential to implement its internal provisions on the recruitment of researchers, updating and aligning them as far as possible with the principles contained in the Charter and the Code. The new OTMR Regulation (which will be published in Italian and English on the website in the following weeks after the sharing process with the researches and the Scientific Council) is currently being approved and will regulate, obviously in accordance with the relevant national legislation, in full the matter concerning merit criteria, both for recruitment and career progression procedures, which shall be open, transparent and internationally comparable, formulating the calls with clear and objective information on the methods and timing of the selection process and on fair and transparent evaluation criteria of the candidates. This is a milestone that OGS is achieving with great satisfaction because it will allow the procedures to be aligned with the C&C principles by officially formalising the principles they contain and enabling them to become an integral part of the practice adopted in recruitment policies.

The entire procedure, from the issue of the call for applications, to the appointment of the commission, to the written test outlines and all the subsequent stages of the procedure and related timing until the winner is identified, is public and published in the dedicated section of the OGS website. [<https://www.ogs.it/it/concorsi> - <https://www.ogs.it/en/join-us> - <https://euraxess.ec.europa.eu/>]. Each competition and/or selection procedure has its own easily identifiable section that also serves as a repository for all the relevant documentation. The publication time for expired notices is sufficiently long to ensure that interested parties have an overview of the characteristics of the positions required by the organisation, how often they are advertised, and how and when they are to be held; the section is divided into open notices and archives. E-mail contact with the office that manages the procedures is also always indicated, to facilitate candidates in submitting applications and clarifying interpretative doubts.

Examination Boards are set up with due regard for the scientific and professional skills of the members, with specific reference to the positions applied for, the involvement of external experts from various research institutes and universities, so as to also encourage the updating and exchange of expertise and in full compliance with gender equality. The appointment is public and published in the appropriate section of the website. The CVs of the members are also published.

Each competition and/or recruitment procedure, open to all without distinction on the basis of gender, is regulated by a notice setting out the procedures to be followed, the scientific and technological characteristics required for the position, and the criteria used by the Commission to assign scores. Both fairness

among candidates and compliance with the criteria of maximum transparency are therefore guaranteed.

OGS has implemented the computerisation of procedures to the highest possible degree, from the submission of applications to the management of the work of the commissions. It uses the INPA national portal [[Recruitment Portal \(inpa.gov.it\)](https://www.inpa.gov.it)], which ensures maximum publicity at national level, and the Euraxess portal for publicity at European level, speeding up publication times as publication in the Official Journal is no longer required. It also uses its social channels, Facebook and Instagram, as well as LinkedIn (among the major job offer/search portals).

The OGS implements a staff requirement planning policy on a three-yearly basis and set out annually, preparing the appropriate sections of the [PTA](#) and [PIAO](#). The needs that characterise the strategic choices and linked to the implementation of individual projects are taken into account, considering the needs linked to recruiting young researchers as well as enhancing the skills acquired by enrolled staff by offering career development and enhancement.

**Remarks** (max 500 words)

OGS, as a Public Research Organisation, belongs to the Italian Public Administration and is therefore obliged to comply with the constraints of the budget earmarked for personnel expenses allocated by the competent Ministry MUR, and to comply with the national regulations governing the recruitment of public employees through public competitions, and therefore also of researchers of EPRs. This implies that the institutions are not entirely free to decide autonomously on the methods and timing of recruitment, although they maintain a threshold of discretionary operation in planning and defining the professional characteristics of the positions required. Also with regard to salary policy, the organisations are strictly bound to what is set out in the tables of the National Collective Bargaining Agreement for the Research Sector and, therefore, they are focusing their efforts on broadening and better managing some aspects of the accessory remuneration that can be managed more autonomously and aimed at enhancing professionalism and positions of responsibility, in constant dialogue with the Trade Unions and in compliance with gender equality and career opportunities.

**Working conditions:**

**Strengths and Weaknesses**

OGS has always been attentive to working conditions and is particularly so in recent years when the ability to promote an organisational context oriented towards well-being and quality of working life has become a strategic factor in attracting researchers. The main indicators linked to working conditions are positive, as shown by the organisational well-being survey <https://www.ogs.it/en/human-resource-strategy-researchers-hrs4r> carried out by the institution during 2022.

The actions carried out to improve researchers' working conditions in OGS have been various; however, it should be noted that the input of these initiatives was not always framed in terms of the direct application of the HR4R strategy, but often from the feedback coming from the researchers themselves, their representatives or the governance of the institution. Today, researchers can benefit from working hours that are highly flexible and autonomous, including the possibility of remote working and part time. Working from home in particular is defined as part of strategic planning in a special section of the PIAO (link) and its implementation is monitored annually. The organisation's employees, both permanent and fixed-term, are guaranteed by Italian law and by the national collective agreement for the research sector with regard to social security and pension measures and salary protection.

Thanks to the actions taken, several steps have been taken to improve the working environment for researchers. The main ones are:

- Defining the GEP Gender equality plan Piano di uguaglianza di genere (Gender equality plan – GEP [<https://www.ogs.it/sites/default/files/2022->

[03/piano%20di%20uguaglianza%20di%20genere%202022-2024%20%281%29.pdf](#) ] in order to concretely reduce gender asymmetries within the institution. Presiding over this aspect with a plan of specific actions has contributed to finding in the HR4R survey carried out in January 2023 a broad and widespread perception of the absence of discrimination, not only related to gender but also to sexual orientation, disability, social origin and economic condition, opinion, language, ethnicity, religion.

- In OGS, the Single Guarantee Committee for equal opportunities, the enhancement of employees' well-being and against discrimination is present and active. This committee is made up of staff of the institute and staff proposed by the trade unions (decree no. 71 ADW of 24/02/2020) and annually defines and monitors the positive action plan and numerous specific initiatives to raise awareness of diversity and inclusion issues (see, for example, [Rompendo il soffitto di vetro | OGS | Istituto Nazionale di Oceanografia e di Geofisica Sperimentale](#)).

- OGS has a prevention and protection service that identifies work-related risks, including the risk of work-related stress, and is active in adopting all workplace protection and safety measures: in addition to legal requirements, OGS has decided to commit to a management system (ISO45001) and is in the process of obtaining the certificate [ <https://www.ogs.it/en/towards-45001> ]. People consider OGS environments to be, on average, safe and comfortable places with the availability of adequate equipment, and more than 70% of researchers believe that there is specific attention paid by the organisation to safeguarding the healthiness of the working environment. A particularly sensitive aspect concerns the "radon" problem: FVG is among the regions with the highest average concentration of radon gas, and therefore OGS has undertaken various communication and risk mitigation initiatives over the years.

- Promotion of the survey on organisational wellbeing, named "Work Well", through the administration of a questionnaire in which almost 80% of all OGS employees, research fellows and PhD students participated. What emerged from the survey was shared in several meetings, both in general meetings and at management level, and also had specific in-depth discussions in the Sections and Centres.

- In order to offer opportunities for exchange and collaboration with other research networks, the OGS participates in numerous consortia, associations, organisations, networks, foundations, research infrastructures and other national and international bodies that provide an opportunity to enhance a dynamic working environment that fosters the attraction and circulation of talent, while also stimulating partnership networks and international projects. For a list of networks see <https://www.ogs.it/it/reti-associazioni-e-consorzi>

#### Remarks (max 500 words)

Regarding aspects to be improved, as emerging from the operational group and focus groups, these concern:

- the need to integrate the actions within an overall HR4R strategy, promoting the "HR award" logo and increasing the meetings of the operational group in order to monitor the continuation of activities;

- improving the usability and accessibility of the information needed for the administrative management and reporting of projects, by establishing shared guidelines and protocols between those working in the general administration services and researchers in the sections and centres;

- augmenting tutelage for research grant holders for whom maternity leave is provided, but which could be supported by a solidarity fund to be borne by the organisation's budget, so as to render better equal treatment with employees

- attention to generational differences: this specific aspect has already been studied in depth by the institution, which has therefore decided to make a further commitment to support the programmes for the inclusion of young researchers with meetings, improving the quality of mentoring and promoting awards and specific initiatives dedicated to enhancing the contribution of junior researchers.

#### Training and development:

## Strengths and Weaknesses

A stimulating environment that can foster the personal and professional development of researchers and, in particular, junior researchers, is a challenge that OGS has sought to pursue through a series of activities, first and foremost the possibility of access to both traditional and innovative training programmes. In particular, in order to foster the educational and professional development of researchers, the OGS has drawn up a multi-year training plan, as part of its strategic planning, illustrated in the dedicated section of the PIAO. The activities include both in-person and e-learning seminars and their implementation is constantly monitored by an office with dedicated staff.

OGS also has a library with numerous electronic resources and has set up an institutional archive [ <https://ricerca.ogs.it/> ], which constitutes the single, official platform for the evaluation of scientific production, also for the purposes of career progression and level advancement, helping to make these procedures truly open, transparent and merit-based.

Young researchers and PhD students who join the OGS thanks to the projects and programmes have tutors and mentors at their disposal to accompany and support them during their initial career path.

Other actions to support professional development in line with the Charter and the Code concern:

- **MOBILITY.** In order to foster professional growth and development and the creation of knowledge and exchange networks, especially for young researchers, OGS has promoted a series of mobility initiatives (for an overview see <https://www.ogs.it/it/mobilita> <https://www.ogs.it/en/mobility>) made possible through the implementation of financial instruments made available by various programmes and ad hoc interventions. In such perspective, it was also intended to promote admittance mobility, in the belief that a dynamic and international environment can only foster the enrichment of OGS researchers. In order to facilitate reception, the organisation relies on a special service provided by the FVG region [ <https://welcomeoffice.fvg.it/> ] through the Directorate for International Cooperation and Research Promotion, thus giving concrete support to foreign researchers wishing to work or study at the organisation.
- **EVALUATION SYSTEMS.** OGS researchers are assessed on a regular basis by independent commissions in accordance with the provisions of the CCNL and the internal regulations that determine the applicable criteria, which currently already include: publications, patents, research management, teaching and conference activities, supervision and mentoring activities, national or international collaborations, administrative tasks, public awareness activities and mobility. It should also be noted that OGS has adhered to the San Francisco Declaration on Research Assessment [ <https://sfidora.org> ] to promote good practices in evaluating individual researchers not based solely on publication metrics.
- **PARTICIPATION IN DECISION-MAKING BODIES.** The organisation's regulations [ <https://www.ogs.it/it/organizzazione> ] provide for the presence of researchers in advisory, decision-making and information bodies such as the: CDA (one member elected by the scientific community), the Scientific Council (three internal researchers) and the college of scientific staff (Art. 25 ROF);
- **COMPLAINTS AND APPEALS.** Within OGS, the Trust Advisor, appointed through a public selection process, provides advice and assistance to all those who, in any capacity, work and operate within OGS and who believe they have been the recipients of acts or behaviour, including sexual harassment, detrimental to personal dignity. In addition, the single guarantee committee also acts as a reference point for researchers who feel they are experiencing situations of discomfort and/or discrimination. The website and intranet contain respective information on activities and how to access them. The dedicated anti-corruption and transparency whistleblowing service is also active.

The HR4R survey indicated there are communication gaps to be bridged: in particular, this concerns the grievance and appeals procedures for researchers, although several channels are in place. Therefore, communication on the procedures to be followed to get in touch with the internal representatives or the Trusted Adviser needs to be improved, in particular for first-time grantees, fellows and PhD students. It is therefore a priority to ensure wider and more direct involvement of junior researchers in the initiatives promoted by OGS, both by encouraging mentors to introduce them to these opportunities and by planning regular meetings to raise awareness of the Charter & Code principles among the entire academic community. Encouraging participation will be a goal for OGS, also by further supporting the skills of tutors and mentors in talking to young talents and guiding them in their careers. The aim is not only to provide information but also to bring to light the practical consequences that implementing the Charter and Code principles can have in terms of improving researchers' professional development.

Another aspect to be considered in order to improve the development prospects of young researchers that emerged during the focus groups is that of increasing funding for training activities for researchers who lack adequate funds in specific projects. To this end, OGS could create the regulatory and procedural conditions to cover additional training opportunities with specially earmarked resources.

Another area for improvement concerns the possibility of augmenting synergies with other EPRs, also through the action and promotion of CODIGER <https://www.codiger.it/> , both to improve the training offer and implement networking initiatives aimed at sharing best practices.

**Remarks** (max 500 words)

Supporting the career development of researchers in a public research institution is complex because the means at the institution's disposal are limited largely due to the rigidity and cumbersomeness of the rules of Italian legislation. Fortunately, the organisation's economic-financial situation is clearly improving and this will allow resources to be freed up and channelled to these purposes.



**Have any of the priorities for the short and medium term changed? (max 500 words)**

Considering the results of the surveys in 2022 and 2023 on organisational well-being and HRS4R, as well as the meetings with the research team, some actions need to be taken in the short and medium term. Although overall many steps forward have been taken in recent years, and the results of the surveys show this, some issues have emerged that need addressing.

Many of the previous actions have been extended to the new plan because of the importance of maintaining and enhancing the goals and objectives already achieved. Other actions, on the other hand, are ongoing since they have slowed down in recent years due to their complexity or there have been changes in the context that have required updating, but they still represent a significant investment in implementing the principles of the Charter and Code. Finally, through the new actions, it was decided to follow up on the feedback received in order to respond to instances of change and successfully disseminate the principles of the Charter and Code.

For sure, strengthening communication is crucial so that all researchers immediately recognise the choices made by OGS to comply with the C&C principles and values. The relaunch of the HR Award logo on the new website and in the coordinated image of the institute will certainly help to bring the C&C back into the limelight.

Since the Covid-19 pandemic, working methods have changed: many exchanges and meetings take place via video conferencing, smart working is widespread as is remote team work. This has brought many advantages, but attention must also be paid to the possible not so positive consequences of these new modes.

Today, also thanks to the PNRR resources, the OGS is expanding, and therefore wants to be attractive to young researchers, including foreign ones. For this reason, it will be important to invest in the attractiveness of the organisation, supporting the tutelage and involvement of young researchers and assignees and creating an environment that makes it easy for foreign researchers to join. Other institutions also have more resources and recruitment potential today, so the external environment that can become competitive must also be considered. Being attractive to the best talent therefore becomes fundamental for the OGS: there are many advantages to working in Trieste, but such advantages are not always perceived by candidates and therefore the institution needs to strengthen its good reputation in human resources management (employer branding).

**Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy? (max 500 words)**

There were no circumstances concerning OGS that had an impact on the human resources strategy such as to require significant changes. However, there were some reasons affecting the speed of implementation of the planned actions: the complete renewal of the governance and management of the Institute in the last year and the consequent reorganisation of the human resources team; the Covid-19 pandemic; the PNRR projects.

The reorganisation of activities was made even more difficult by the cancellation of meetings and events imposed by government restrictions, as well as travel restrictions. Further, consideration must be given to the fact that both researchers and administrative staff had to work from home for long periods of time, which made it even more complicated to carry out the activities envisaged in the Action Plan to implement the principles and values of the Charter and Code.

To date, the human resources directorate is held ad interim by the Director General. Over the past year, governance has had to invest a lot of energy in the PNRR projects, which, while representing an extraordinary opportunity, also represent a very demanding management challenge.

This is why in 2022 it was decided to extend the working group with a technical-operational group for the implementation of HRS4R. The group has been set up in such a way as to ensure the involvement of an adequate number of young researchers and with respect for gender equality.

**Are any strategic decisions under way that may influence the action plan?** (max 500 words)

The organisation's strategy, outlined in the 10-year Strategic Plan, the 3-year Plan of Activities and the Integrated Plan of Activities and Organisation, clearly defines that adherence to the principles of the Charter and the Code is essential. In fact, all the documents reaffirm the intention to focus on the quality of research by favouring the mobility and internationalisation of researchers, making OGS attractive as an institution where working conditions are excellent and the context is stimulating with many opportunities for scientific and personal growth, especially for young researchers. The new impulse given by the PNRR resources, which will allow new recruitments, requires in parallel a commitment at a strategic level to frame the body's policies and actions in a HRS4R perspective.

The current governance is aware of this commitment and indeed promotes it: in this perspective, it will be crucial to reinforce the awareness of the entire community towards the principles of the Charter and the Code: only through widespread responsibility will it be possible to concretely implement the planned actions and give substance to the stated values.

### 3. Actions

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

**Note:** Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

#### Proposed ACTIONS

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**Principles:**

1. Research freedom     2. Ethical principles     3. Professional responsibility     4. Professional attitude     5. Contractual and legal obligations
6. Accountability     7. Good practice in research     8. Dissemination, exploitation of results     9. Public engagement     10. Non discrimination
11. Evaluation/ appraisal systems     12. Recruitment     13. Recruitment (Code)     14. Selection (Code)     15. Transparency (Code)
16. Judging merit (Code)     17. Variations in the chronological order of CVs (Code)     18. Recognition of mobility experience (Code)
19. Recognition of qualifications (Code)     20. Seniority (Code)     21. Postdoctoral appointments (Code)     22. Recognition of the profession
23. Research environment     24. Working conditions     25. Stability and permanence of employment     26. Funding and salaries

- ( ) 27. Gender balance    ( ) 28. Career development    ( ) 29. Value of mobility    ( ) 30. Access to career advice    ( ) 31. Intellectual Property Rights
- ( ) 32. Co-authorship    ( ) 33. Teaching    ( ) 34. Complains/ appeals    ( ) 35. Participation in decision-making bodies    ( ) 36. Relation with supervisors
- ( ) 37. Supervision and managerial duties    ( ) 38. Continuing Professional Development    ( ) 39. Access to research training and continuous development
- ( ) 40. Supervision

### Plan 2023-2025 updated

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
<b>Action 1. Increase researcher's awareness and OGS identity</b>	2. Ethical principles	Initial timeline: 2013  Revised initial timeline: continually starting from the first quarter of 2017  Updated timeline: continuous every year. Please note that the timeline does not comprise the action deadline.	Board of Directors Human Resources Department General Director Scientific Directors	Number of internal meetings dedicated to the analysis of Charter and Code principles	EXTENDED	6 meetings on the C&C have been held; Regular meetings held with Board of Directors focused on the evaluation of problems connected with recruiting researchers; Meetings between Scientific Directors and researchers belonging to the different Departments to analyse possible emerging problems; - Implementation of a Working group between the HR and ICAP offices focused on supporting researcher mobility; - Actions focused on enhancing the principle of OGS being a "single entity" and not an aggregate of 4 Research Departments; - Reinforcement of the concept of belonging and identity of OGS. Periodic meetings with the research directors, the managers of the technical structures and the Scientific Committee are organized to discuss the principles of the Charter and the Code. The OGS Strategic Plan defines the objectives of the Institute in compliance with the National Research Program and with the Charter and Code principles. The Strategic Plan and the Staffing Plan are discussed with the internal trade unions representing the research personnel. The principles set out in the Charter have been explicitly implemented in 2018 in the National Labour Contract of the Research sector. Plenary meetings during which the President and the General Director share with all employees the results obtained and the new proposals, give all the staff the possibility of participating and being directly involved. Emphasis is given to developing a strong sense of identity also by launching a new, more innovative, brand image.
<b>Action 2. Better information on rights and obligations, and</b>	2. Ethical principles	Initial timeline: 2013  Revised initial	Board of Directors Committee for equal	Publication of an updated "OGS Code of Conduct" also called "regulation for	IN PROGRESS	The OGS Code of Conduct was approved in 2014 and will be updated with a RESEARCH ETHICS AND INTEGRITY REGULATION [Code of Conduct / Code of Ethics] (rights and duties) for researchers and technologists, according

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
<b>on possible limitations to research freedom</b>		<p>timeline: 2017</p> <p>Updated timeline: second semester 2023 (S2-2023)</p>	<p>opportunities and welfare (Comitato Unico di Garanzia) Human Resources Department General Director Scientific Directors</p>	<p>the integrity and ethics of research"</p>		<p>to the principles of Legislative Decree 2016/218 (Article 2 on Duties of researchers) and the Collective Labour Agreement 2016-2018 within the Public Research Sector (which in Articles 80 and 81 establishes the principles and duties of researchers). OGS is also going to adopt a document for the endorsement of the European Code of Conduct for Research Integrity (ALLEA). The Committee for equal opportunities and welfare will be directly involved in these activities.</p>
<b>Action 3. Establishing clear rules to define OGS intellectual property protection policy</b>	8. Dissemination, handling of results	<p>Initial timeline: 2014</p> <p>Revised initial timeline: 2017</p> <p>Updated timeline: first semester 2024 (S1-2024)</p>	<p>Intellectual Property Committee Scientific Directors General Director Finance Department</p>	<p>Publication of an updated Intellectual Property Code of OGS.</p>	IN PROGRESS	<p>OGS defined a first Code for Intellectual Property Rights in 2008 (Resolution 41.2.2008 of 13 March 2008). Following several meetings with the Scientific Committee and Directors, the need emerged to set up the new IP Committee with a clear commitment to update the regulations. In particular, the code will be developed into a wider directive on strategic guidelines and operational policy on research enhancement, open science and intellectual property. Unfortunately, although the new committee has been formed and the discussion begun, the new regulation has not yet been issued. It was wherefore decided to alter the deadline and postpone approval until the first half of 2024.</p>
<b>Action 4. Improve dissemination activities</b>	8. Dissemination, handling of results	<p>Initial timeline: 2013</p> <p>Updated timeline: continuous every year. Please note that the timeline not comprise the action deadline.</p>	<p>Communication Committee General Director Board of Directors</p>	<p>Number and quality of public events and of seminars for dissemination</p>	EXTENDED	<p>The popularisation of research carried out at the Institute and the dissemination of results are constantly being improved; the team dealing with communication activities has been strengthened and professionalized. OGS researchers often appear in the media and are in contact with public administration and members of various professional networks. The Institute organizes several dissemination activities with the broad involvement of citizens. Update info in <a href="https://www.ogs.it/it/comunicazione-e-divulgazione-scientifica">https://www.ogs.it/it/comunicazione-e-divulgazione-scientifica</a></p> <p>The most significant are: Pint of Science meetings (2018, 2019, 2020), Science Cafés (years 2019, 2020), European Researcher's Nights (2017, 2018, 2019, 2020), Trieste Next Science Festival (2017, 2018, 2019, 2020), Euroscience Open Forum Trieste ESOF 2020, Sea and Health conferences on the human impact on marine ecosystems (2019), participation in the European and National Statistics Days on marine environmental statistics (2017). OGS regularly celebrates the World Water Day, the Earth Day, the World Ocean Day, the World Environment Day, the Sampling Day and other</p>

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
						<p>relevant environmental dates. OGS is strongly committed to organising initiatives for the International Decade of Ocean Science for Sustainable Development. Great attention is dedicated to dissemination to children, students and non-specialists. Dissemination and outreach events are specifically addressed to the field of Earth and Sea sciences (natural risk management, earthquakes, climate change, sustainable blue growth). OGS is also supporting training courses for the National Civil Protection and participating in the national communication campaigns on best practices "I don't risk" to raise awareness about natural risks, and on the reduction of the human impact on the environment (2017-2020). OGS produces publications in newspapers and non-specialized magazines on scientific topics and research activities of public interest. The OGS President is personally involved, together with the Communication Committee, in innovative dissemination initiatives for reaching a wider audience.</p>
<b>Action 5. Introducing evaluation systems for all researchers and taking into consideration the whole range of researchers' experiences and activities</b>	11. Evaluation/appraisal systems 16. Judging merit	Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: indicatively 1 semester 2025 (S1-2025). Note that this action is subject to the publication of the Anvur guidelines (see notes)	Board of Directors Scientific Committee Human Resources Department	Effective implementation of updated internal evaluation processes	IN PROGRESS	<p>Every Italian public research organisation must define a system for the measurement and evaluation of organisational and individual performance. OGS set out the first system in 2014, which was first applied in 2015 (2013: Start of the evaluation process, with the first group of 73 researchers and technologists; Internal evaluation analysis with Trade Unions and Scientific Committee; End of evaluation process in 2015 and recognition of the increase in salary supported by OGS own funds). The limitation of such a system is that only a part of the employees can be involved since the Italian legislation requires that the Anvur (National Agency for the Evaluation of Universities and Research) defines specific guidelines for the individual evaluation of researchers and technologists. Without these guidelines it is not possible to link the evaluation to the reward system, nor to careers. Moreover, these latter aspects are regulated by the CCNL (National Collective Labour Agreement) that is currently being renewed. Therefore, in the absence of guidelines and the new contract, researchers are audited every five years. However, OGS has initiated discussions with both the Board of Directors and the Scientific Committee on the subject of evaluation, limiting itself, in the absence of regulations, to defining the general reference framework by adhering to DORA: therefore, in OGS, evaluation is based on the intrinsic merits of researchers, with explicit criteria for hiring, tenure and promotion decisions, considering that the scientific content of an article is much</p>

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
						<p>more important than publication metrics or the identity of the journal in which it was published. Pending regulatory guidance, OGS will continue to engage researchers on the issue of evaluation so as to be ready as soon as the national regulatory framework is defined.</p> <p>OGS must periodically participate in the research assessment process of the National Agency for the Evaluation of Universities and Research (ANVUR). For research assessment, OGS considers the value and impact of all research outputs (including datasets and software) in addition to research publications, evaluated through a broad range of impact measures including qualitative indicators of research impact, such as influence on policy and practice.</p>
<b>Action 6. Transparent and merit-based recruitment process - improve cultural approach to merit-based evaluation criteria - uniform and clear instructions for reviewers and committee members</b>	13. Recruitment 15. Transparency 16. Judging merit	Initial timeline: 2014  Revised initial timeline: second semester 2019 (S2-2019)	Board of Directors Scientific Committee Human Resources Department	Clear, direct and comprehensible recruitment parameters	COMPLETED	<p>Open calls for fixed-term and permanent positions include a detailed description of the subjects being evaluated, the assessment criteria, the types of tests, the number of positions announced and the type of professional category. The results of each evaluation test (written test, interview, assessment of qualifications, etc.) of candidates are made available to participants so they can verify strengths and weaknesses.</p> <p>The selection committees first evaluate the requirements for each specific position and then assess the candidates, considering the qualifications, publications, research activity, with written and oral discussion, in order to select the most deserving candidates.</p> <p>To foster and disseminate a culture of evaluation and merit, standard assessment forms have been prepared by the Human Resources Office. These forms are based on open, transparent and merit-based criteria.</p> <p>The legislative innovations issued in 2017 allowed recognizing the merit of fixed-term employees through a stabilization process completed at the end of 2019.</p>
<b>Action 7. More attention to mobility actions and to improve mobility opportunities (short term/long term mobility and sabbatical) - clear instructions for reviewers and committee members</b>	39. Value of mobility	Initial timeline: 2014  Revised initial timeline: 2017	Scientific Directors Board of Directors International Cooperation and Research Promotion	Calls for recruitment including evaluation criteria taking into due consideration candidates' previous mobility experience	COMPLETED	<p>The mobility of students, researchers and also administrative staff represents a fundamental tool for a modern and international knowledge society. OGS strongly believes in the value of mobility and has made great efforts in the last years to improve a new cultural approach to recruitment procedures that valorises mobility experiences. In the context of the procedures for OGS positions, the selection committees are invited to follow evaluation criteria that take into due consideration the experience gained at other research institutions, even when carried out with fixed-term contracts or research grants, all under the current legislation.</p> <p>To enhance the attraction towards talent, OGS proposes itself as a research infrastructure for hosting Marie Skłodowska-Curie Actions MSCA and European</p>

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
						<p>Research Council (ERC) fellows.</p> <p>A special programme dedicated to host researchers and innovators from the Mediterranean Region is having great success and will continue in the next years.</p> <p>High-level international professionals have been hired on merit-based procedures, attracting them to Italy in leading positions. Two of the four directors of sections in OGS have been hired from abroad, with these merit-based procedures.</p>
<b>Action 8. Improve awareness of the importance of multidisciplinary and multisectoral experience</b>	11. Evaluation/appraisal systems 28. Career development	Initial timeline: 2013  Revised initial timeline: 2017	Board of Directors Human Resources Department Scientific Committee Scientific Directors	Consider multisectoral and multidisciplinary experiences in the evaluation processes	COMPLETED	<p>OGS is characterized by a strong scientific multidisciplinary approach to all activities, thanks to the collaboration among the different Sections/Departments (Oceanography, Geoscience, Seismology, Technical infrastructures, including a vessel - the icebreaker Laura Bassi, an airplane and different e-data infrastructures).</p> <p>Multisectoral experiences, mainly in a public-private contest, are also strongly encouraged. Aspects related to collaborations with private companies and the public sector need to be better included and positively considered in Italian evaluation and recruitment policies, but they are already considered in the internal evaluation system and career development plans within the Institute.</p>
<b>Action 9. All open procedures are posted on the Euraxess portal in English. All positions must be advertised also in English</b>	13. Recruitment	Initial timeline: 2013  Revised initial timeline: 2017	General Director Human Resources Department Scientific Committee	All open positions posted on the Euraxess portal	COMPLETED	<p>All the OGS job announcements are already published in the Euraxess portal with a brief description in English of the type of selection and the required knowledge.</p>
<b>Action 10. Provide an attractive and supportive environment for researchers</b>	23. Research environment 24. Working conditions	Initial timeline: 2013-2014  Revised initial timeline: end of 2016	General Director Finance Department Head of Security	Setting up new premises with social spaces and improvement of working spaces	COMPLETED	<p>The geopolitical context offers OGS researchers working places that are considerably international, open and inclusive.</p> <p>Different concrete actions have been realized in the last years:</p> <ul style="list-style-type: none"> <li>- new research premises have been opened to offer more spaces to researchers near other international scientific institutions (ICTP, WWF, SISSA) in the international campus of Miramare.</li> <li>This new space is used to organize international events, to host visitors since it offers excellent facilities (cafeteria and restaurant, common rooms and library)</li> <li>- refurbishment of the OGS bar and restaurant with new internal and external spaces.</li> <li>- for minor secondary offices not equipped with internal catering services, OGS has made available spaces for meals and equipment for storing and heating food, as well as vending machines for the supply of packaged food and</li> </ul>

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
						drinks.
<b>Action 11. Guarantee the respect of equal opportunities and support female researchers in their professional career</b>	27. Gender balance	Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: second semester 2024 (S2-2024)	Human Resources Office General Director Committee for equal opportunities and welfare Trusted Advisor	Accomplishing the measures set out in the GEP Gender Equality Plan 2022-2024	EXTENDED	Initially the action envisaged augmenting the "Number of female researchers in leading positions" and "Rules for teleworking opportunities", but OGS boasts a significant and consolidated presence of women among research, technical and administrative staff, also in leading positions: in fact, OGS had a female President and has a female General Director, the President of the Committee for equal opportunities and welfare and the Trusted Adviser are also female. Moreover, after the Covid-19 epidemic, we no longer speak of teleworking but of agile or smart working. This measure has been updated following the definition of the GEP Gender Equality Plan 2022-2024, which foresees a plan of specific actions to promote the reduction of cultural barriers for gender equality and a series of support measures for the reconciliation of work and life times, actions to reduce gender barriers in the career development of researchers. Therefore, reference should be made to the GEP for the adoption of all specific measures. It should also be noted that the GEP and smart working measures are planned on an annual basis and find a specific section in the PIAO (Integrated Activity and Organisation Plan) so that a failure to implement or unjustified implementation of the planned actions will have an impact on the performance level of the institution and of those directly responsible.
<b>Action 12. Participation in decision bodies: improve research representation in decision committees</b>	35. Participation in decision-making bodies	Initial timeline: 2013  Revised initial timeline: 2020	Board of Directors General Director Scientific Committee Scientific Directors	Effective rules to allow researchers' participation in decision bodies	COMPLETED	An important step was made in 2020 when new OGS Statutes were approved by the Board of Directors and validated by the Ministry of University and Research. The new Statutes allow internal researchers to be elected to the Board of Directors as representatives of OGS personnel.
<b>Action 13. Professional development: more responsibility for senior researchers in supporting younger ones</b>	28. Career development	Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: continuous every year	General Director Scientific Directors International Cooperation and Research Promotion	Number of young researchers involved as scientific project managers	EXTENDED	The number of young researchers (<40 years) as scientific project managers has remained more or less constant in recent years. The working group decided to extend this action considering that the indicator is highly representative of the constant investment in tutoring, mentoring and learning opportunities that OGS makes for young researchers and their professional development. In fact, to encourage the professional growth of young researchers and research fellows, OGS identifies tutors, mentors and project managers for their guide and coordination. Since 2014 OGS organizes a Summer School and a Master in Sustainable Blue Growth addressed to young researchers aimed at supporting the creation of stable and attractive career pathways for supporting the expansion of the marine and maritime



ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
<b>Action 14. Support for early-stage researchers and doctoral students: collaboration with university doctorate courses</b>	39. Access to research, training and continuous development	Initial timeline: 2014  Revised initial timeline: 2017  Updated timeline: continuous every year	Scientific Directors International Cooperation and Research Promotion General Director	Attraction index: number of PhD students at OGS	EXTENDED	<p>sectors. Senior OGS researchers play a basic role to guide and support scientifically the participants.</p> <p>OGS welcomes doctoral students and post-doc researchers from all over the world and strives to make their research experience the most profitable and fruitful for them. The OGS International Cooperation and Research Promotion Office (ICAP) and the regional Welcome Office support incoming international fellows, providing them with all necessary information to come to Trieste and enjoy their stay (including all practicalities to move to Europe, i.e., visas, mobility issues, health insurance).</p> <p>In order to boost the attraction for early-stage researchers and PhD students, OGS supports the creation and management of career programs in collaboration with Universities and international Research Centres to increase professional skills.</p> <p>Like the other research institutes in Italy, OGS cannot manage PhD programs directly. However, OGS researchers are part of the teaching staff in several Master and PhD programs offered by different institutions such as University of Trieste, University of Udine, University of Venice, SIOI, EMUNI University.</p> <p>OGS has introduced and managed several measures to increase cross-border mobility and has launched innovative tools such as science diplomacy to ease the dialogue between countries, facilitating access to research infrastructures and enhancing capacity building initiatives.</p>
<b>Action 15. Continuous training</b>	39. Access to research, training and continuous development	Initial timeline: 2014  Revised initial timeline: 2016-2017  Updated timeline: continuous every year	General Director International Cooperation and Research Promotion Office	Number of participating researchers	EXTENDED	<p>Every year, OGS plans training for its staff and the training plan is included in a special section of the PIAO (Integrated Activity and Organisation Plan); in December 2022, a questionnaire was issued to all staff to assess their training needs, the results of which were taken into account in preparing the current Training Plan. Reporting on the activities carried out is done annually and every three years monitoring is carried out by the Independent Evaluation Body. The working group decided to modify this monitoring procedure by making it annual.</p> <p>Furthermore, OGS, in close collaboration with APRE (the Italian Agency for the Promotion of European Research), offers researchers, post-docs and staff in general several seminars and training courses on research best practices and the proposal and management of European Projects. OGS organizes high-level scientific training courses such as:</p> <ul style="list-style-type: none"> <li>- Summer School on Blue Growth in the Euro-Mediterranean Region as part of the specific project financed by the Italian Ministry of University and</li> </ul>

ACTION	GAP Principle(s)	Timing (at least by quarter/semester annually)	Supervising Unit	Indicators/Target(s)	Current Status	Remarks
						Research; - Training activities, organized with the largest Italian computing centre (CINECA) and other national research institutions, on High-Performance Computing (HPC) for applications in Earth Sciences. OGS add value to the training courses by organizing internal seminars using participants as internal trainers for spreading the knowledge.
<b>Action 16. Improve internal seminars and conferences also on a multidisciplinary basis</b>	8. Dissemination, handling of results 38. Continuing Professional Development	Initial timeline: 2013  Revised initial timeline: 2016-2017  Updated timeline: continuous every year	Scientific Directors Research Principal Investigators	Number of seminars and conferences	EXTENDED	Each year, OGS organizes for its internal staff more than 50 scientific seminars, workshops, and conferences. These events, organized by the different scientific sections and open to external researchers, offer an updated view of the knowledge produced by the scientific community and opportunities for open discussion. Due to the Covid-19 pandemic restrictions, these events have been replaced with weekly open webinars to facilitate multidisciplinary discussions and interaction.

## NEW ACTIONS

ACTION	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<b>Action 17. Improve researcher's responsibility</b>	3. Professional Responsibility 8. Dissemination, handling of results	Second semester 2025 (S2-2025)	Board of Directors Scientific Committee Human Resources Department	Number of meetings among Scientific Committee, Directors and the Intellectual Property Committee for approval of the "The European Code of Conduct for Research Integrity" (ALLEA)	NEW	The main objective is to discuss and approve "The European Code of Conduct for Research Integrity" (ALLEA) as a common framework for self-regulation. It should address, among many areas, emerging challenges from technological development, open science, citizen science and social media.
<b>Action 18. More attention to mobility actions and to improve mobility opportunities</b>	39. Value of mobility	Second semester 2023 (S2-2023)	Scientific Directors Board of Directors International Cooperation and Research	Calls for recruitment including evaluation criteria taking into due consideration candidates' previous mobility experience	NEW	The mobility of students, researchers and also administrative staff represents a fundamental tool for a modern and international knowledge society. OGS strongly believes in the value of mobility and has made great efforts in the last years to improve a new cultural approach to recruitment procedures that valorise mobility experiences. In the context of the procedures for OGS positions, the selection committees are invited to follow

ACTION	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
(short term/long term mobility and sabbatical) - clear instructions for reviewers and committee members			Promotion			<p>evaluation criteria that take into due consideration the experience gained at other research institutions, even when carried out with fixed-term contracts or research grants, all under the current legislation.</p> <p>To enhance attractiveness towards talents, OGS proposes itself as a research infrastructure for hosting Marie Skłodowska-Curie Actions MSCA and European Research Council (ERC) fellows.</p> <p>A special programme dedicated to host researchers and innovators from the Mediterranean Region is having great success and will continue in the next years. High-level international professionals have been hired on merit-based procedures, attracting them to Italy in leading positions. Two of the four directors of sections in OGS have been hired from abroad, with these merit-based procedures. OGS intends to continue in this line in the next years.</p> <p>Actions to support outgoing mobility will be implemented with specific internal calls, as already done in the past. Further future objectives for promoting mobility actions are:</p> <ul style="list-style-type: none"> <li>- Create a 'Scientific Network of Excellence' that will enhance the attractiveness and competitiveness of OGS and of the regional Scientific and Innovation System (SIS) at international level.</li> <li>- Contribute to a cultural change to make the local society more open to diversity and more inclusive.</li> <li>- Promote support services for colleagues eager to attract young researchers and scientists and advertise better the existence of a regional Welcome Office in Trieste that offers help and support for foreigners and their families in practical issues (visas, housing, health cover, childcare, etc.).</li> </ul>
<b>Action 19. Improve mobility opportunities</b>	39. Value of mobility	First semester 2024 (S1-2024)	General Director Finance Department Human Resources Department	Defining an internal procedure (with associated resources) for non-project-related inbound-outbound mobility	NEW	<p>Actions to support outgoing mobility will be implemented with specific internal calls, as already done in the past, but often these calls are only linked to and financed by specific projects. In order to guarantee mobility opportunities for researchers who cannot take advantage of this opportunity, OGS wishes to define an internal procedure that allows resources to be found for these cases.</p> <p>Further future objectives for promoting mobility actions are:</p> <ul style="list-style-type: none"> <li>- Create a 'Scientific Network of Excellence' that will enhance the attractiveness and competitiveness of OGS</li> </ul>

ACTION	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
						and of the regional Scientific and Innovation System (SIS) at international level. - Contribute to a cultural change to make the local society more open to diversity and more inclusive. - Promote support services for colleagues eager to attract young researchers and scientists and advertise better the existence of a regional Welcome Office in Trieste that offers help and support for foreigners and their families in practical issues (visas, housing, health cover, childcare, etc.).
<b>Action 20. Making it easier for non-Italian researchers to understand the regulations on recruitment procedures and career advancement</b>	13. Recruitment 15. Transparency 28. Career development	Second semester 2023 (S2-2023)	Human Resources Department	Translate and publish in English the procedures and internal regulations on recruitment and career progress of researchers	NEW	Very often, non-Italian researchers taking part in calls for applications complain of difficulties in understanding the procedures in recruitment and career moves. The aim is to make the information more transparent and more user-friendly so as not to discourage foreign researchers who wish to take part in the calls for applications and to help them avoid making errors that might render the necessary documentation invalid.
<b>Action 21. Encourage the inclusion of young researchers through a special recruitment plan</b>	12. Recruitment	Second semester 2023 (S2-2023)	General Director Scientific Directors Human Resources Department	Number of hired researchers	NEW	OGS intends to launch a special selection call for hiring young researchers to reduce the average age of its staff and to improve nationality and gender balance. Specific procedures within the framework of the provisions of national legislation, the available financial resources, and OGS technical-scientific needs, will be implemented.
<b>Action 22. Promote "stability and continuity of employment"</b>	12. Recruitment 28. Career development	Second semester 2024 (S2-2024)	General Director Board of Directors Human Resources Department	Number of new permanent positions	NEW	A special plan for the completion of the process of overcoming the divide between temporary and permanent staff was already started at the end of 2018. This program of staff stabilization will be extended in the next two years on the basis of available financial resources and technical-scientific needs. Approximately 10 new permanent positions will be offered to the temporary staff.
<b>Action 23. Improve mobility opportunities</b>	39. Value of mobility 38. Access to research,	First semester 2024 (S1-2024)	General Director Finance Department	Defining two separate dedicated, non-project-related internal procedures	NEW	Provide incentives such as mobility grants (even just one or two per year), small research start-up funds to participate in conferences, workshops or open-access publishing, perhaps through actual calls to apply.

ACTION	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<b>and Continuous Training</b>	training and continuous development		Human Resources Department			
<b>Action 24. Encourage the inclusion of young researchers through Continuous Training and Tutoring</b>	8. Dissemination, handling of results 39. Access to research, training and continuous development 38. Continuing Professional development	First semester 2024 (S1-2024)	General Director Board of Directors Human Resources Department	Definition of a calendar of meetings on a quarterly basis	NEW	Implement the idea of "open days" for sections or institutes, which can become both training opportunities for younger researchers but also tools for dialogue and tutoring among colleagues from different sections and roles.
<b>Action 25. Make the circulation of information easier and boost the sense of researchers' belonging to the Institute</b>	15. Transparency 24. Working conditions	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department Human Resources Department	Definition of the most representative topics and involvement of offices concerned	NEW	Provide researchers with real procedural documents for administrative and management tasks in the dedicated sections of the Intranet. Make the OGS website and intranet a working tool, improving sections on the organisation of offices and affiliated members, the various commissions, on who receives and provides feedback on missing information, and how laboratories and locations are organized. In general, improve the dissemination and access to information by utilising the website and intranet.
<b>Action 26 Improve professional development</b>	38. Continuing Professional Development	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department	Number of new scientific journals subscriptions	NEW	Update and increase the list of scientific journals to which researchers have access.
<b>Action 27 Improve attractiveness and a supportive environment for researchers</b>	23. Research environment 24. Working conditions	Second semester 2024 (S2-2024)	General Director Board of Directors Finance Department	Number of new dedicated spaces	NEW	Encourage informal dialogue among colleagues by creating dedicated spaces (e.g. lounges and areas with tables equipped with kettles for tea, coffee machines, whiteboards, and notice boards, allocate small rooms for informal meetings, equipped with a reservation notice board)

**Note:** Add as many actions are needed.

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.** Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

URL: <https://www.ogs.it/en/human-resource-strategy-researchers-hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

#### Comments on the implementation of the OTM-R principles

The implementation of the OTM-R principles has been integrated into the internal codes and regulations which, in compliance with national legislation, represent the ways in which the institution can concretely demonstrate compliance with the principles of selectivity and recognition of professional experience. The internal regulations on recruitment and career progression procedures for researchers have recently been reread and analysed in the light of the OTM-R checklist. This re-reading showed that over the years the OGS, although it had indeed adopted a transparent and merit-based recruitment system, needed to renew its internal rules also in view of the changes that had taken place at national level over the last two years. One novelty is in fact the INPA portal (<https://www.inpa.gov.it/>), which in the future will be a single gateway for the recruitment of public administration personnel, simplifying compliance and making job vacancies more accessible at national level, and replacing the current method of publication in the Italian Official Gazette. Today, in addition to these channels, notices for selection procedures are also published on the OGS website (<https://www.ogs.it/it/concorsi>) and on the European Euraxess platform.

The organisation has therefore began reviewing its recruitment policy and has recently updated the OTM-R policy after the sharing process with the researches and the Scientific Council.

The next steps will be to make the information related to each stage of a researcher's career more usable, such as the requirements to be met in order to apply for a position, the documentation relating to calls for applications, the knowledge and skills required for the positions, etc... Since the organisation has often experienced some difficulties on the part of foreign researchers in understanding the various compulsory steps required by the complex Italian recruitment regulations, the organisation's commitment is to improve the usability of this information, which is currently available but not always easily understood.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.ogs.it/en/human-resource-strategy-researchers-hrs4r>

## 4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The OGS was awarded the HR award for the first time in 2013. Over the years, the implementing of the Action Plan has been organised in different ways, probably due to changes in the governance of the organisation, but also in relation to contextual changes that have occurred in the meantime. What has never been lacking is adherence to C&C values and principles; however, the implementation process has undergone periods of acceleration and periods of slowdown. In order to give new impetus to the action plan and keep a constant watch on the activities to be carried out, the OGS has added a technical support group to the working group already established historically, with the task of advising and monitoring the implementation of the plan's actions. The group therefore worked:

- to verify the situation with regard to the state of application of the Charter and the Code within the organisation
- to propose appropriate actions to ensure the concrete implementation of the principles set out in the Charter and Code, improving or revising (where necessary) the actions indicated in the Action Plan
- to monitor the progress of the actions indicated therein;
- to identify self-assessment criteria for the implementation of the Action Plan.

In this sense, the technical group suggested redefining some priorities and actions by making them more in line with the demands coming from researchers. These are:

- Define a maximum number of hours per year that PhD students and post-docs can dedicate to services;
- Provide incentives such as mobility grants (even just one or two per year), small research start-up funds to participate in conferences, workshops or open-access publishing, perhaps through actual calls for applicants.
- Implement the idea of "open days" for sections or institutes, which can become both training opportunities for younger researchers but also tools for dialogue among colleagues from different sections and roles.
- Update and increase the list of scientific journals to which we have access.
- Dissemination of information related to safety, compensation, practices, opportunities, and duties for personnel involved in service and field activities;
- Encourage informal dialogue among colleagues by creating dedicated spaces (1. lounges and areas with tables equipped with kettles for tea, coffee machines, whiteboards, and notice boards; 2. dedicate small rooms for informal meetings, equipped with a booking board, even physical);
- Facilitate dialogue between researchers and administrative staff; promote the use of a lexicon understandable to both categories;
- Provide researchers with real procedural documents for administrative and management tasks.
- Minimise the use of emails and their length; eliminate redundancy of emails, minimise the use of acronyms and use suitable language for the target.
- Make the OGS website and intranet a working tool. Sections on the organisation of offices and affiliated members, the various commissions, who receives and provides feedback on missing information, and how laboratories and locations are organised are completely missing.

In general, improve the dissemination and access to information by utilising the website and intranet. However, the intranet search engine needs improvement.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

#### **How have you prepared for the internal review? \***

Detailed description and duly justification (max 500 words)

OGS, in anticipation of the renewal phase, conducted an internal review and submitted the check list and internal review report to the Commission. On 3 December 2021, the Commission conducted interviews and made recommendations. Following these recommendations, the OGS has:

- created a technical support group consisting of senior and junior researchers and respecting gender balance. Recruiting researchers for the working group was also done taking into account disciplinary heterogeneity as far as possible.
- carried out two surveys regarding the institution's staff: one called "work well" which took place in 2022 and aimed at assessing the level of organisational wellbeing of employees; the other one specifically related to HRS4R aimed at reformulating the gap analysis with respect to the C&C principles and values. Both surveys were addressed to all the institution's researchers, research fellows and PhD students.
- promoted a series of focus groups for a qualitative analysis of the elements emerging from the organisational wellbeing survey;

- reorganising the website and, in particular, entirely reviewing and reorganising the publication of all HRS4R documentation in a special section of the site; this operation, which took place following the introduction of the migration to the institution's new website, required an overall reorganisation of the section dedicated to HRS4R, checking the functioning of all the links and the accessibility of the information

- reviewing the institute's OTM-R policies and code of ethics to update and revise them.

Finally, in order to overcome the committee's observation concerning the lack of clarity on the activities that were carried out and the updating of the action plan, the previously defined actions were re-examined, the status was updated, targets and timeframes were redefined, or alternatively the action was reworked in the light of the technical group's suggestions and gap analysis. The updated action plan was thus resubmitted to the technical group and then to the governance of the institution for discussion.

There is no hiding the fact that the internal review process was rather uneven: the deadline for the submission of the Internal Review was initially set for 31 December 2022, but two extensions were requested, because the commitments for the implementation of the Ministry of University and Research's directives concerning the National Recovery and Resilience Plan put both the researchers and the administrative staff of the directorate under pressure. In addition, as there has been no manager for the human resources area since October 2020, the Director General had to fill this directorate on an interim basis as well.

**How have you involved the research community, your main stakeholders, in the implementation process? \***

Detailed description and duly justification (max 500 words)

OGS will continue to involve the entire research community in implementing the plan in various ways and at various levels. The research community has been the target of most of the actions carried out, and in the future, they will be the main focus of the interventions, with special emphasis on young researchers, research fellows and PhD students. The governance is fully aware that the knowledge and dissemination of HRS4R principles from the first approach to the scientific community will be an investment for the future organisational culture.

OGS researchers are involved at several levels, either through their representatives or directly by participating in working groups or focusing on specific initiatives. Researchers are represented in the steering committee and working group, as well as in the operations group. When there is a need for broader consultation, surveys or plenary meetings are organised. Not to be underestimated is also the individual involvement that takes place through their team leaders, an involvement facilitated by the relatively small size of the Sections and Centres. Administrative and technical staff are often directly involved in specific aspects of the action plan.

**Do you have an implementation committee and/or steering group regularly overseeing progress? \***



## Detailed description and duly justification (max 500 words)

In 2020, OGS renewed the members of its HRS4R Steering Committee, composed of the President, the Director General, one of the members of the Board of Directors (who is the former President of the Institute), the Scientific Directors and the Scientific Committee.

The Steering Committee is responsible for implementing the Action Plan and is supported by a working group made up of experts in European policies and human resources management.

The working group comprises researchers, technologists and administrative staff from the relevant offices, such as the research, human resources, international cooperation and research promotion sections. In order to make the action plan more concrete and operational, the working group was joined by an operational support group consisting of five researchers from different backgrounds representing both junior and senior profiles, thus enabling a better focus on the topics of their respective interest.

The tasks of the Steering Committee are, in particular:

- coordination of the implementation of the HRS4R action plan
- communication to OGS offices and staff
- analysis of potential risks and problems
- deciding on possible changes to the plan due to unforeseen causes
- harmonisation of HRS4R procedures with other OGS strategic plans
- transfer of experience between other research organisations and universities in the EU

The tasks of the working group supported by the operational group are, in particular:

- implementing the HRS4R action plan defined by the steering committee
- collecting and processing data for the evaluation of indicators and targets
- suggesting corrective measures and improvements to the action plan
- collecting opinions and suggestions from all staff
- reporting problems and difficulties.

In the process of implementing the HRS4R strategy, the key role played by the Equal Opportunities, Well-being at Work and Anti-Discrimination and Mobbing Committee, itself chaired by a researcher, should not be forgotten.

**Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy**

## Detailed description and duly justification (max 500 words)

All the strategic plans issued by the OGS are closely aligned with the HRS4R: in fact, in these plans not only is OGS's strong commitment to pursuing the full application of the principles of the Charter and Code reaffirmed, but objectives are also defined with the HRS4R action plan. In addition, the OGS is assessed annually by an Independent Evaluation Body on the achievement of organisational performance targets, which in turn are aligned with the HRS4R action plan.

The documents in which the organisation's strategy and its alignment with HRS4R policies can be found are the following:

- 10-year strategic plan - DVS
- Three-year activity and organisation plan - PTA
- Integrated Activity and Organisation Plan - PIAO

These plans containing the institute's strategic framework in the short, medium and long term, only appear to overlap since they set out different nuances of the strategy and respond to different purposes.

**How has your organisation ensured that the proposed actions would be also implemented? \***

Detailed description and duly justification (max 500 words)

After the 2021 assessment, the OGS realised it was necessary to oversee the activities envisaged in the action plan in a different way. In fact, the institute had internalised the principles and values of the Charter and Code, but many activities were carried out without real attention and awareness that they were a direct implementation of the HRS4R strategy. This was mainly due to the fact that many resources were absorbed by urgencies and priorities, especially resulting from the new HRS4R projects. Thus, there was no lack of commitment on the part of top management to pursue the C&C principles and values, but the complexity of organisational management meant that elements that are instead fundamental were neglected. This indication from the auditors was important to recover the commitment of the early years and to realign activities.

**How are you monitoring progress (timeline)? \***

Detailed description and duly justification (max 500 words)

The timing of actions has been a critical issue in recent years, and planning has been very cautious due to the contextual difficulties described above. The integration of several actions with the objectives of the Integrated Activity and Organisation Plan will allow for better monitoring and adherence to the planned deadlines.

The steering committee meets regularly to monitor the achievement of the objectives and milestones of the action plan, based on the data provided by the working group. The Director General is responsible for the implementation of the action plan and for reporting problems and delays, both internal and external.

**How will you measure progress (indicators) in view of the next assessment? \***

Detailed description and duly justification (max 500 words)

Indicators are defined in the action plan for each individual action. As already explained in the previous question on timing, many of the activities are integrated into the PIAO (*Integrated Activity and Organisation Plan*) and therefore the way in which the progress of the actions is monitored, as well as their revision in the event of changes in the internal or external context, is ensured in the PIAO. To oversee the overall progress of implementation, the steering committee meets regularly to monitor the achievement of the objectives and milestones of the action plan, based on data provided by the working group or administrative offices involved on specific projects. The Director General is responsible for the implementation of the action plan and for reporting problems and delays, both internal and external.

**How do you expect to prepare for the external review? \***

Detailed description and duly justification (max 500 words)

The OGS intends to prepare for the external audit as follows:

- the working group, together with the website manager, will check the publication and correctness of all the necessary documents on the institute's website in the Italian and English versions, in order to overcome the critical issues reported in the previous review regarding the lack of documentation;
- the operational group, in view of the meeting with the assessors, will prepare a presentation to describe the work done so far and the planned activities: the aim of the presentation will be to clarify the progress made by the OGS thanks to the HRS4R strategy and to highlight the still open issues
- finally, since the external review requires the involvement of all stakeholders, the entire OGS scientific community will also be constantly updated on the progress of the award renewal evaluation process.

**Additional remarks/comments about the proposed implementation process**

Detailed description and duly justification (max 1,000 words)